



Navy and Marine Corps Public Health Center

2012 Strategic Plan





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Executive Summary

The Command Today

Navy and Marine Corps Public Health Center (NMCPHC) provides leadership and expertise to the Department of the Navy in occupational and environmental medicine, disease surveillance, prevention monitoring, public health emergencies, and risk communication. The programs designed to support these core public health services are executed by NMCPHC's operational units: the Naval Dosimetry Center, the Navy Bloodborne Infection Management Center, the three Navy Preventive Medicine Units (Norfolk, San Diego, and Hawaii), the two Comprehensive Industrial Hygiene Labs (Norfolk and San Diego), the three Navy Drug Screening Laboratories (Jacksonville, Great Lakes, and San Diego), and the Navy Entomology Center of Excellence.

Looking Ahead

The NMCPHC enterprise will focus efforts on further shaping evidence-based programs that are more responsive by building a collaborative joint-focused network to effectively address Global Public Health concerns. NMCPHC professionals will continue to interface with; policy makers both within and external to the Department of Defense; public health practitioners; and medical personnel to provide effective Force Health Protection measures to Warfighters ashore and afloat.

The Strategic Process

NMCPHC's strategic approach (Figure 1) provides a methodology that is flexible and focuses on the development and execution of three key components—a Strategic Plan, an Annual Business Plan and an Annual Report. Combined, these three components provide the foundation for NMCPHC's Strategic Management System.

- **NMCPHC Strategic Plan**—the strategic plan provides a means to communicate strategic goals and focuses the Navy Public Health Enterprise with a three year strategic horizon. It ensures the Navy Public Health Enterprise's resources and tactical efforts are aligned to the operational goals and objectives of Bureau of Medicine and Surgery and Navy Medicine Support Command. The strategic plan is reviewed annually to ensure the planning assumptions and mission analysis remain applicable in an ever changing strategic landscape
- **NMCPHC Business Plan**—the annual business plan provides the means to translate and execute the NMCPHC Strategic Plan. As the cornerstone of NMCPHC's Strategic Management System, it is a tool to establish performance accountability and communicate the outcomes and performance drivers by which NMCPHC will achieve its mission and strategic goals. The business plan is developed annually, based on the inputs from the annual review of the strategic plan and direction from NMSC and BUMED.

- **NMCPHC Annual Report**—the annual report provides a comprehensive account of NMCPHC's activities and accomplishments throughout the preceding year. The annual report will reinforce NMCPHC's value proposition by demonstrating tangible operational accomplishment and prudent fiscal stewardship from the execution of the previous year's business plan. The development of the annual report also provides the analytical input needed for any required course corrections to the annual strategic plan.

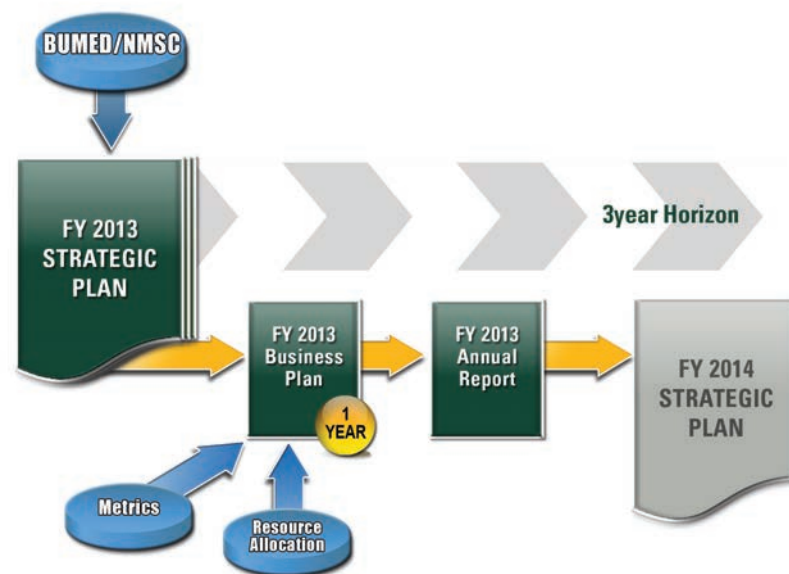


Figure 1 Strategic Planning Approach

Strategic Environment

The increasing focus within the government on finding efficiencies and eliminating redundancy is a major influence on command environments today and moving forward. NMCPHC's regional command, the NMSC, anticipates a consolidation of effort across military medicine in support services, and advises its subordinate commands to be positioned to lead the way. NMSC understands that the depth of knowledge across the NMSC AOR (including NMCPHC) is impressive, and its personnel expertise is called upon daily to serve Navy Medicine.

NMCPHC recognizes that with consolidation also comes a threat of reduction or elimination of some functions. Austerity measures also influence the future of NMCPHC functions. It is critical, therefore, to strategically plan for plausible scenarios and take steps to ensure obtainable goals. NMCPHC must fortify its area of expertise and capitalize on potential opportunities. To accomplish this goal, NMCPHC conducted an in depth review of its organization, its function and how the organizational units interact.

Community Model

The Navy and Marine Corps Public Health Center Community Model (Figure 2) shows a graphical representation of the NMCPHC enterprise in terms of NMCPHC mission, functions, and stakeholders. The model depicts the relationships and dependencies between the organizational units of NMCPHC and their contribution to the delivery of services to customers. The Community Model illustrates the criticality and contributions of all levels of NMCPHC services to achieving public health and mission success.

Each of the levels in this model represents different facets of the NMCPHC organization to include: Customers and Stakeholders, Operational Services, Functional Expertise, Enterprise Services and the NMCPHC Foundation. The following series of descriptions of each level provide the overview of each grouping's representation and its composition.

- ▶ Customer and Stakeholder Level of the model represents the primary recipients of NMCPHC services and the sources of requirements and funding that are provided to NMCPHC.
- ▶ Operational Services Level consists of the NMCPHC units that provide direct services to the Customer Community. This group receives support from the Functional Expertise Level and the Enterprise Services Level and provides input and recommendations back to them.
- ▶ Functional Expertise Level represents the core directorates at NMCPHC headquarters. This Level influences how public health policy and programs are designed and executed. They provide consultation and policy support to the Operational Services and the Customer Community.
- ▶ Enterprise Services Level depicts the types of administrative and fiscal services provided across the NMCPHC enterprise to support command operations.
- ▶ Foundation Level reflects the input to, and outputs from, the organization to key stakeholders and the manner by which the activities occur within NMCPHC.



Community Model

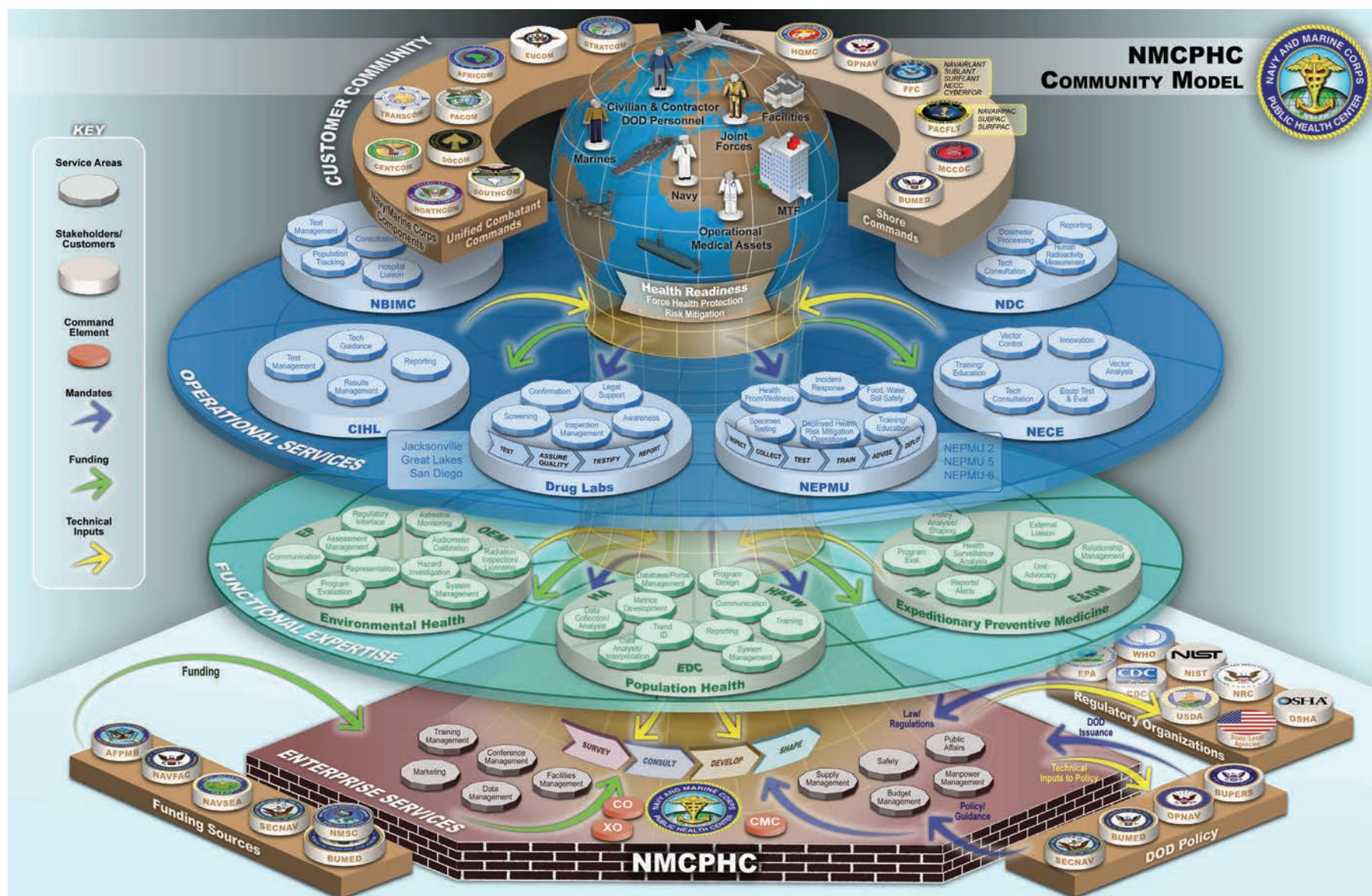


Figure 2 Community Model

CUSTOMERS AND STAKEHOLDERS

NMCPHC elements execute the Naval Public Health mission by providing Health Readiness to operating forces and shore command stakeholders across the full range of military commands and civilian organizations in Navy, Marine Corps, and joint environments (Figure 3). Customers include the Navy and Marine Corps Components of the Unified Combatant Commands (Africa Command, Central Command, European Command, Northern Command, Pacific Command, Southern Command, Special Operations Command, Strategic Command, and Transportation Command) and the Shore Based Commands (Office of the Chief of Naval Operations, Headquarters Marine Corps, Fleet Forces Command, Pacific Fleet Command, Marine Corps Combat Development Command, and BUMED). Health Readiness is provided through force health protection and risk mitigation capabilities to numerous customers that exist in these environments, including Naval vessels (ships and submarines); facilities (shore commands and barracks); troops (Sailors, Marines, Soldiers, and Airmen); Medical staff (Fleet and MTF—deployed and garrison), and DoD personnel (civilian and contractor). These categories of customers are located in organizations across the globe—from a ship in port in San Diego to a deployed regiment in Afghanistan.

Outside of the customer community, additional stakeholders to the Naval Public Health mission include sources of funding and policy/regulatory requirements. These organizations have impact to or influence over the programs and services provided by NMCPHC.

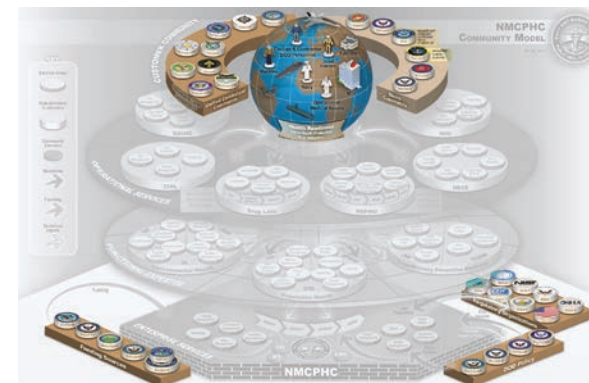


Figure 3 Customers and Stakeholders

OPERATIONAL SERVICES

The operational components of NMCPHC ensure the health readiness of Navy and Marine Corps personnel through various services provided directly to the organizations, commands and forces that comprise the Department of the Navy (Figure 4). Health Readiness activities center around Force Health Protection and Risk Mitigation, and are performed through the high-level process phases that are common throughout all components of NMCPHC: Survey, Consult, Develop and Shape. Policy and program guidance needed to execute these activities is received from BUMED and SECNAV, however the NMCPHC tactical staff at the operational services level along with NMCPHC functional experts provide technical input to help guide and shape policy and programs to better meet the needs of the Navy and Marine Corps forces.

One of the primary services provided by the Operational Services group is laboratory operations. The laboratories range in function from drug testing to microbiology. Each laboratory provides a distinct service to the customer, as described below.

- ▶ There are three Navy **Drug Screening Labs** within NMCPHC that are located throughout the country and who's mission is to perform drug screening. The Drug Screening Labs have a value chain that defines the high-level steps to perform the activities that are integral to their mission: test, assure quality, testify, and report. These steps form the basis of the services that are provided by the labs. The Drug Screening Labs conduct comprehensive screening and confirmation analysis to detect drugs in military members. They provide legal support to commands by ensuring scientifically valid, legally defensible and timely drug test results. To ensure that the labs are within standards, they perform inspection management activities to maintain licensure and credibility. The drug detection process is an integral component of the Navy's program for deterring drug use and ensuring the safety and readiness of Navy and Marine Corps personnel. The drug labs support this objective by providing awareness of the program and the technical methodologies used to enforce it.
- ▶ NMCPHC also has two **Comprehensive Industrial Hygiene Labs (CIHL)** that are on each coast of the US in the fleet concentration areas of Norfolk and San Diego. While they organizationally belong to the Environmental Health Directorate, their services are tactical in nature and are therefore associated with the other operational services units. The CIHLs manage the test results from the qualitative and quantitative analyses conducted on samples submitted from industrial hygiene (IH) components throughout the world. The labs manage the results of these tests and provide the reports on the findings to support occupational health and industrial hygiene investigations, assessments, recommendations, and risk management. As experts for IH sampling processes, the CIHLs provide technical guidance to the field units in the form of the Industrial Hygiene Field Operations Manual and through individual consultation.
- ▶ The other type of laboratory existing within NMCPHC is the Microbiology Labs at the Navy Environmental Preventive Medicine Units (NEPMU) in Norfolk, San Diego and Hawaii. These laboratories are smaller facilities that are components of the NEPMUs and are used to support their functions. The labs have clinical diagnostic capabilities and are used in response to infectious diseases, bioterrorism, outbreak investigations and public health emergencies. The primary service is environmental testing and reporting on food, soil, and water to ensure standard sanitation parameters.

The **Navy Bloodborne Infection Management Center (NBIMC)** also provides laboratory services, but rather than doing the diagnostic work, the Center manages the Navy's human immunodeficiency virus (HIV) and Hepatitis B and C screening program. NBIMC performs test management functions to ensure that the testing process is timely, accurate and confidential. When a service member is found to have positive results, they inform the individual's commander and consult with them to ensure they understand the performance capabilities of any personnel with a positive HIV or Hepatitis status.



Figure 4 Operational Services

One of the other primary services that NBIMC then provides is to track the population over time to ensure service members with positive results are assigned to an appropriate evaluation and treatment unit. NBIMC serves as a liaison to the hospitals to ensure these members are obtaining the necessary services.

The three **NEPMUs** are located in the US fleet concentration areas of Norfolk, San Diego and Hawaii and they are the front line service providers of public health to operational units. They either directly provide services or assist unit staff in assessing and implementing programs to reduce public health threats and industrial health stressors. The NEPMUs missions are discrete enough from the rest of the NMCPHC, therefore a distinct value chain defines their specific core activities: inspect, collect, test, train, advise, and deploy. This value chain forms the basis of the services that they provide in Industrial Hygiene, Entomology, and Environmental and Occupational Health in the ashore, afloat, and expeditionary environments. The NEPMUs support health promotion and wellness activities in the fleet units and help the unit staff design and implement programs that are effective for their commands. They respond to incidents of disease outbreak and provide diagnostic support through specimen testing at their labs. They ensure food, water and soil safety by providing education and training for Food Safety Manager, DoD Pest Management (Category 8), Shipboard Sanitation Control Exemption Certification (SSCEC), and Shipboard Pest Management Courses and by conducting inspections for these areas. NEPMUs perform deployed health risk mitigation operations through their Forward Deployed Preventive Medicine Units (FDPMUs). The FDPMUs are responsible for identifying health risks to service members from the environment in deployed locations and mitigating those risks to the extent possible.

The **Navy Entomology Center of Excellence (NECE)** is Navy Medicine's organization that provides oversight of operational pest management. NECE helps ensure the readiness of Navy and Marine Corps forces by providing vector control to reduce the risk of diseases transmitted by insects and other arthropods. They also provide technical consultation and education and training to operational units on vector control. NECE provides the Public Health Pest Control and Operational Entomology Training course to preventive medicine personnel to teach them how to establish vector and pest management programs under austere conditions. In addition, NECE conducts specialized shipboard and shore technical assistance visits in support of those commands' disease vector and pest management programs. They are innovators in pesticide application equipment and methodologies and perform specialized vector analysis when requested. NECE provides services to the Department of Defense by testing and evaluating equipment and products for use by all military departments.

The **Naval Dosimetry Center (NDC)** performs activities that allow the federal government (Nuclear Regulatory Authority) and Navy and Marine Corps personnel to maintain confidence in the Navy's safety programs for Nuclear power. Dosimeters are worn by all individuals in the Navy and Marine Corps who are exposed to radiation for occupational purposes so dosimeter processing allows NDC to read radiation levels from dosimeters and determine radiation exposure. NDC provides technical consultation about radiation health programs to units and radiation health officers throughout the Navy. They also have the ability to do human radioactivity measurement to determine whole body radioactivity levels. This is generally done prior to individuals being exposed to known or suspected locations with elevated levels of radiation. NDC maintains a database with radiation exposure history and notifies appropriate authorities of irregularities in reports or indications of an exposure control problem. They also provide reporting services for individual who need to know exposure accumulation over a lifetime.

FUNCTIONAL EXPERTISE

NMCPHC provides Functional Expertise (Figure 5) across the continuum of public health services through extensive subject matter knowledge in Industrial Hygiene, Audiology, Occupational Medicine and Nursing, Preventive Medicine, Epidemiology, Health Analysis, Biochemistry, Entomology, Radiation Health, etc. The functional experts develop, manage and coordinate programs, shape policy, consult on health risk issues, and monitor and analyze disease data. These core functions are essential to executing the mission of the NMCPHC to ensure health readiness.

The **Environmental Health Directorate** contains the scientific departments of NMCPHC: Industrial Hygiene, Environmental Programs, and Occupational and Environmental Medicine. These departments provide a broad range of services and thus their personnel have varied skills and abilities. An area that is common between each department is their relationship to the environment. Activities range from cleaning up the environment to conducting surveillance on how the environment affects the health of sailors and Marines deployed overseas.

- ▶ Environmental Programs (EP) Department is the primary component responsible for assisting the Navy in its efforts to clean up the environment. This is accomplished through assessment management for risks and public health issues, risk communication and interfacing with regulatory authorities on behalf of Navy commands. These services are delivered through the Risk Assessment, Risk Communication, Public Health, and Environmental Quality sections of the department.
- ▶ Industrial Hygiene (IH) Department ensures that Navy Medicine is able to effectively detect, investigate and control health hazards for Navy and Marine Corps personnel. This is accomplished through the Program Support, Acquisition Technical Support, and Fleet Support sections. Some of the services that they provide are centered on assessment of existing and potential health hazards in the operational environment and in new acquisition programs, while other services are related to investigation of unusual or complex situations. The IH Department also provides system management support for Navy Medicine for the Defense Occupational Environmental Health Readiness System—Industrial Hygiene (DOEHRS-IH) and represents the Navy on Federal Workgroups related to IH and Occupational Health.
- ▶ Occupational and Environmental Medicine (OEM) Department manages the Naval Radioactive Materials Permits Program for Navy Medicine including licensing and inspections. OEM supports the Navy's programs for occupational safety in areas such as asbestos surveillance and hearing conservation by providing asbestos monitoring and audiometer calibration services. The sections that deliver these services are Radiation Health, Occupational Medicine, and Occupational Audiology.

The **Population Health Directorate** has three departments: Health Promotion and Wellness, Epidemiology Data Center, and Health Analysis. The Directorate is focused on providing surveillance for deployment health, infection control, and injury/disease as well as promoting health and wellness. They utilize data to produce recommendations, create reports, and support evidence based methodologies for public health.

- ▶ Epidemiology Data Center (EDC) is a data driven group. They provide reports on health surveillance and identify trends based on this information for Navy and Marine Corps commands and Navy Medicine leadership. Their data analysis and interpretation capabilities are provided across the domains within NMCPHC and include preventive medicine, population health, and occupational, environmental and deployment health. The Department also provides system management support for several reporting databases—Electronic Deployment Health Assessment, Disease Reporting System Internet, and Fleet Disease and Non-Battle Injury reporting system.

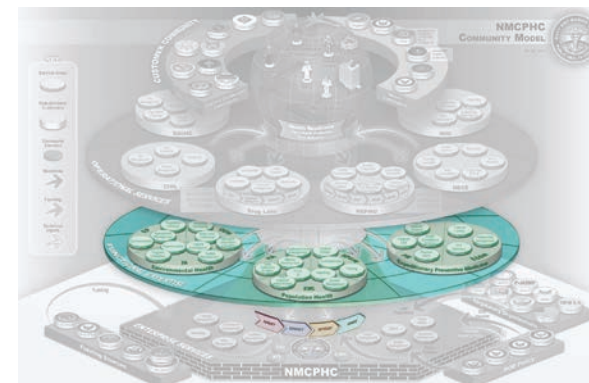


Figure 5 Functional Expertise

- ▶ Health Analysis (HA) Department is another group that is intensely focused on data. They collect and analyze health data from multiple military health systems. They develop metrics and other evidence based approaches based on this analysis to help Navy Medicine improve clinical outcomes and patient care. In addition to their analysis services, HA manages the Navy Tumor Registry Program database and the Population Health Navigator portal.
- ▶ The Health Promotion and Wellness (HP&W) Department utilizes the information produced by the EDC and HA to design programs and services that prevent illness, enhance readiness, and promote healthy behaviors and lifestyles for sailors and Marines. They create the materials for communicating these programs and services and they provide training for health promotion professionals afloat and ashore. The programs and materials produced by the Department are integrated into, or adopted for use by, the individual unit health promotion activities.

The **Expeditionary Preventive Medicine Directorate** is composed of the Preventive Medicine (PM) Department and the Program Manager for Entomology and Dosimetry Services (E&DM). This Directorate provides services that are related to health surveillance, disease outbreak and response, and specialty focus areas of entomology and dosimetry.

- ▶ The Preventive Medicine Department analyzes health surveillance data to ID trends or events that may have impact on military readiness. They provide policy analysis/shaping support as the preventive medicine subject matter experts within Navy Medicine and do program evaluation activities for preventive medicine programs. The Preventive Medicine Department also alerts, reports, guides and supports leadership on public health trends, concerns or events.
- ▶ The Program Manager for E&DM acts as an advocate for NECE and NDC and ensures the efficient functioning of the Center for Medical, Agricultural, Veterinary Entomology (CMAVE) detachment and the Centers for Disease Control (CDC) detachment. The Program Manager serves as the external liaison with key federal and civilian organizations and engages in strategic relationship management activities.

ENTERPRISE SERVICES

In order to overcome the challenges of a geographically dispersed command, to link the diverse areas of practice, and to truly enable the ability of the NMCPHC to ensure health readiness of Navy and Marine Corps forces, an NMCPHC Command Element and an underlying foundation of common services are necessary (Figure 6).

The Command Element is composed of the Commanding Officer, the Executive Officer and the Command Master Chief. The Command Element is responsible for establishing the strategic direction of the command. They ensure the awareness of, access to, and understanding of, that vision to the NMCPHC staff and they make the information and services necessary to attain those goals available. The leadership function provided by the Command Element spans the entire command. It links the functional experts and the operations service providers into the larger NMCPHC core mission.

As a command, NMCPHC provides services and management functions that must be in place to support (or provide the foundation for) a robust public health delivery organization. These services and functions are grouped as enterprise services, provided across the entire NMCPHC organization. They can loosely be identified as resource services, administrative services and special assistant functions.

- ▶ The resource services are provided by the Resource Management Directorate. While the primary function of the Directorate is financial operations such as budget management, they also provide manpower, supply, and facilities management. The Resource Management Directorate ensures that NMCPHC directorates and field activities have the personnel, budget, supplies and facilities support that they need to execute their mission.
- ▶ Administrative service support comes from the Administration Directorate. This Directorate provides internal administrative support services for the command. They provide training management by coordinating the curriculum development for all NMCPHC training courses and managing the review/update processes for those courses. They also ensure that all internal NMCPHC staff complete mandated training throughout the year. Marketing activities are provided through the Administrative Directorate where capabilities of NMCPHC are communicated to external audiences. They also provide information and data management services such as website support, database management and the intranet SharePoint site to facilitate collaboration.
- ▶ The special assistant functions are provided by various special staff support personnel. The functions are mandated by Navy or BUMED policy and are generally required of all Navy commands. These mandated services include external communication coordination by the Public Affairs Officer, security program management, and safety program management. The one special assistant function that is unique to NMCPHC is for conference management. The NMCPHC participates in the annual Armed Forces Public Health Conference and the participation and execution activities for the conference must be coordinated.



Figure 6 Enterprise Services

NMCPHC FOUNDATION

The major inputs to NMCPHC have been identified and grouped and the primary organizations have been recognized for each group (Figure 7). The inputs generally follow three major flows: funding, policy, and regulatory requirements.

- ▶ Funding comes from multiple sources for NMCPHC but primarily from BUMED and SECNAV. The Environmental Programs Department receives money on a reimbursable basis from NAVFAC dependent on services provided. NAVSEA provides funds to NDC for dosimeter processing and reporting and the Armed Forces Pest Management Board grants monies to NECE for entomology related efforts. The funds are maintained by the NMCPHC Comptroller and allocated to the appropriate entities within the organization.
- ▶ Policy requirements come from across DoD (including some joint mandates), Navy, and BUMED.
- ▶ As a public health entity, NMCPHC has regulatory requirements from multiple governmental organizations. These range from federal level groups, state and local agencies, and global organizations. Federal level groups include: Occupational Safety and Health Administration (OSHA), the Nuclear Regulatory Commission (NRC), the US Department of Agriculture (USDA), the National Institute of Standards and Technology (NIST), the Center for Disease Control (CDC), and the Environmental Protection Agency (EPA). The World Health Organization (WHO) also provides regulatory requirements for countries across the globe.

NMCPHC provides output to the Policy Requirements group and the Regulatory Organizations group in the form of technical inputs to policy and regulations. The NMCPHC components execute the requirements developed by these groups and provide recommendations for changes based on experience gained while supporting the Navy and Marine Corps. This completes a feedback loop from originator to implementer and ensures improvements are made.

When taken together, the Enterprise Services, the Command Element and inputs form the foundation of operations for the organization. The command receives funding and requirements from external stakeholders. The inputs are monitored by the command leadership and processed centrally by the sections within Enterprise Services. The funds and requirements are distributed to the Functional Expertise Directorates and the Operational Services units. These inputs are used to execute the program and services needed to ensure health readiness for the Navy and Marine Corps customers. Outputs in the form of recommendations and technical guidance are provided back through the central command for communication back to policy and regulatory organizations.

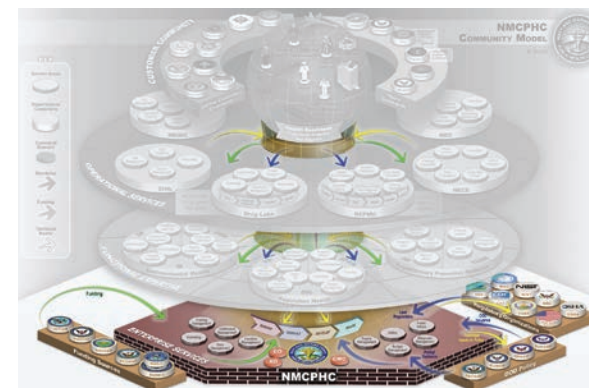


Figure 7 NMCPHC Foundation

Environmental Scan

NMCPHC is the center for public health services for Navy medicine. The command is responsible for program management for all public health programs for the Department of the Navy and staff members are the technical and professional experts for these programs. NMCPHC operates as an Echelon 4 command under NMSC and delivers products and services to customers and stakeholders throughout the DoN and Navy medicine. These products and services are largely a function of human capital and occur via multiple platforms. Examples include expert consultation, DoD and DoN-level program management and working group representation, disease and injury surveillance, onsite and off-site training, web-based information, laboratory services, preventive medicine team deployment, and research and product development.

Influencing Success Factors:

- ▶ **Subject Matter Expertise**—The corporate knowledge established within the workforce enables NMCPHC to rapidly execute the needs of the Navy and Marine Corps in an environment of declining resources.
- ▶ **Product Excellence**—NMCPHC's political and technical reputation in ionizing radiation monitoring, drug lab testing, disease surveillance, epidemiological analysis and reporting, preventive medicine support, and entomology product development drives current and future public health strategies as leaders across the Services embrace NMCPHC products as the standard and benchmark.
- ▶ **Communication**—The ability to communicate in “real-time” allows for optimum coordination of effort as well as collaboration between partners, stakeholders, and customers.

Constraints/Barriers to success:

- ▶ **Hiring**—Inherent complexities associated with civilian personnel hiring practices confound program managers' abilities to attract and hire qualified personnel to fill critical vacancies in a timely manner. With over 70% of NMCPHC staff being retirement eligible, this is a significant issue throughout the command.
- ▶ **IT Governance**—The cumbersome process to authorize and update IT systems has been a barrier to expanding public health programs. This is a noted concern for the EDC, NBIMC, NDC, and NDSLs.
- ▶ **Joint Dosimetry Services**—Shifting paradigms of each of the Services into one standard for dosimetry measurement and reporting will take some effort to overcome. Additionally, a suitable location to house a joint dosimetry center will need to be found.

Pertinent Assumptions

- ▶ **Military medicine**—to include public health services - is moving in a joint direction. NMCPHC products and services are geared to support current stakeholders as well as new customers and competitors in a joint environment.

Major competitors and their influence:

- ▶ **Army Public Health Command (APHC)**—APHC has the role of both collaborator and chief competitor in the military public health marketplace. Although larger in terms of overall resources, APHC primarily supports a land-based mission for troops in garrison in a deployed environment. While there is considerable overlap in terms of depth and breadth of public health capabilities, Navy's preventive medicine mission has the added dimension of providing support to Sailors and Marines “at sea.”
- ▶ **Dosimetry Centers for the Army, Air Force and civilian community**—NDC must constantly examine business practices and the associated cost in relation to these competitors. Currently, NDC is less expensive than civilian processing sites and the workload exceeds those of the Army and Air Force.
- ▶ **Civilian Drug Testing Programs**—These entities exert influence over the manufacturers and vendors that develop and distribute analytical instrumentation and methodologies.



Mission, Vision, Strategic Goals

Mission

Navy and Marine Corps Public Health Center (NMCPHC) provides worldwide Force Health Protection services to Naval and Joint forces in support of the National Military Strategy.

Vision

Protection through Prevention

Guiding Principles

- ▶ Quality and Integrity
- ▶ Customer Focus
- ▶ Collaboration and Teamwork
- ▶ Continuous Process Improvement
- ▶ Open Communication
- ▶ Respect of Individuals
- ▶ Value diversity
- ▶ Cultivate Expertise
- ▶ Develop Comprehensive Networks
- ▶ Promote efficiencies

Strategic Goals

Goal 1: Institutionalize use of NMCPHC's products, services and capabilities

- ▶ NMCPHC will be recognized by leadership and customers for its unique, specialized products, services and capabilities. It will be the primary source of Navy Medicine Public Health programs. NMCPHC will do this by increasing awareness of its capabilities, influencing policy to channel customers to NMCPHC, and acquiring responsibility and authority for policy development. As a result, stakeholders will recognize NMCPHC as the leader for Navy Public Health and use its products, services and capabilities.

Goal 2: Optimize Navy and Marine Corps Public Health programs and services

- ▶ NMCPHC will increase partner and customer knowledge of its role in Public Health and understanding of the public health policies and procedures. NMCPHC will do this by increasing two-way communication with stakeholders to clearly communicate services and programs, evaluate customer needs and feedback, and meet those needs. NMCPHC will also increase consistency in Public Health programs and policy. As a result, Public Health resources will be efficiently used across the Navy and Marine Corps.

Goal 3: Improve communication of priorities and tasks with leadership

- ▶ NMCPHC will advance understanding of its lines of authority, tasking and accountability within its leadership chain. NMCPHC will do this by advocating for a clear line of authority, recommending prioritized tasking, and being deliberate in communication strategies with leadership and customers. As a result, NMCPHC will be empowered and resourced to operate and succeed within a defined scope, have the power to influence Public Health recommendations and clearly articulate the impact of their efforts.

Strategic Alignment

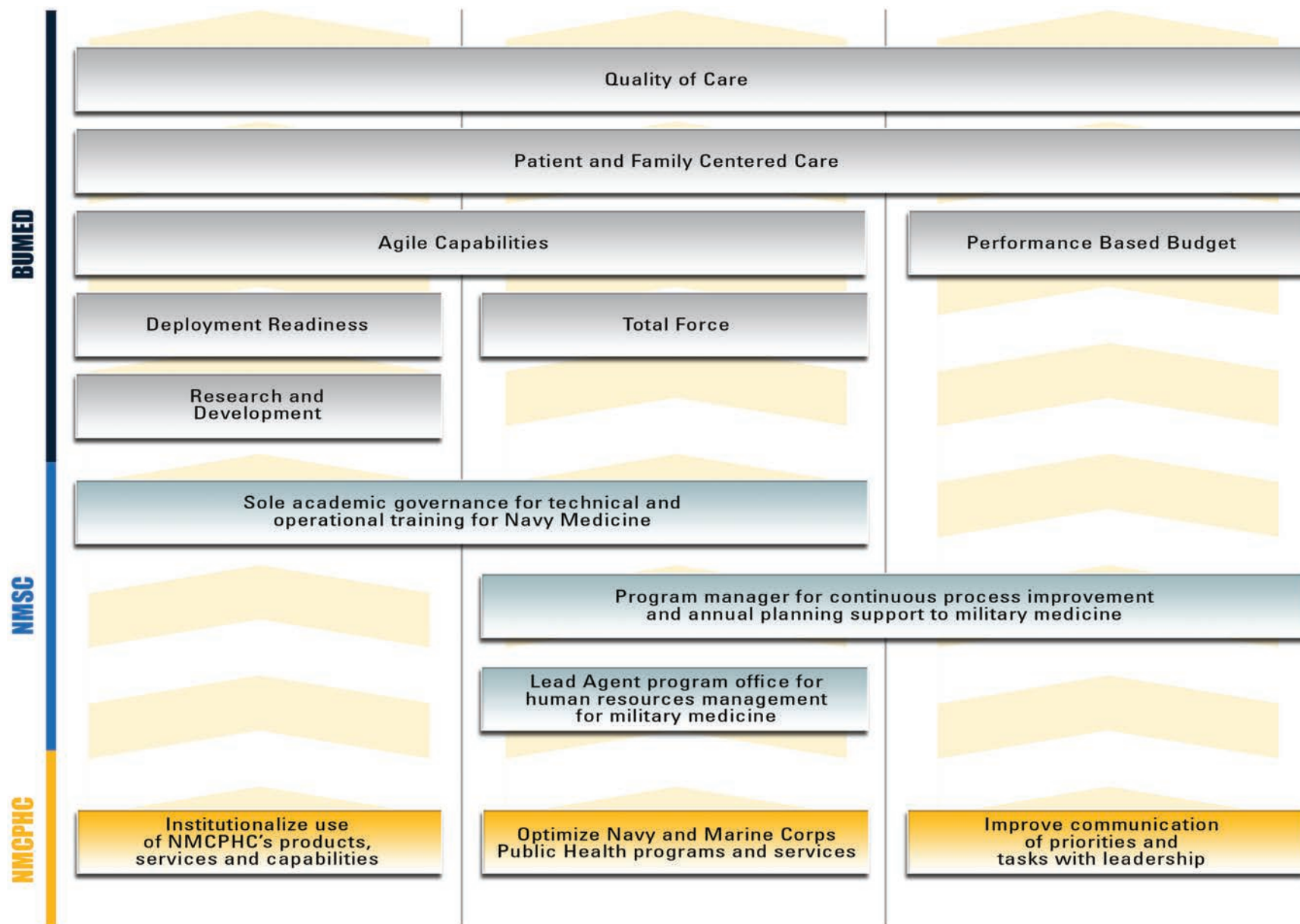


Figure 8 Strategic Alignment

Program Objectives

1. The DON Primary Service Provider for Epidemiologic and Health Care Analysis

Expected Outcomes

- ▶ Increased medical deployment readiness to the Warfighter
- ▶ Recognized as the Center of Excellence for Health Informatics
- ▶ Decrease in preventable disease, infections, and important medical conditions
- ▶ Increase development and adoption of standardized evidence-based clinical processes that improve the quality and accessibility of medical care

2. Premier Health Promotion Program for the Fleet and Military Treatment Facilities

Expected Outcomes

- ▶ Integration of comprehensive Health Promotion and Wellness Plan with DoD's Population Health and Force Health Protection programs
- ▶ Recognized as experts in the provision of programs and initiatives that screen, educate, and manage medical and dental health concerns
- ▶ Extended Total Force Fitness Framework
- ▶ Increased compliance by Fleet Commanders for adopting evidence-based recommendations

3. Executive Agent for the Military Medicine Drug Lab Testing Program

Expected Outcomes

- ▶ Near-real-time deterrence to emergence of threats
- ▶ Adaptive policy that allows greater responsiveness to changes to DoD/DON drug testing panel
- ▶ Independence from methodologies with FDA-validation time-cycles

4. Digitized Radiation Exposure Registry and Nationally Accredited Electronic Personal and Joint Operational Dosimetry

Expected Outcomes

- ▶ Obtain annual accreditation certificate
- ▶ Joint Operational Dosimeter is procured for the services

- ▶ Paper copy registry documents are viewable on-line
- ▶ Exposure registry technicians can view and respond to radiation exposure requests on-line
- ▶ Customers can upload and download exposure reports online

5. "First Choice" Preventive Medicine Asset for Joint Task Force Commanders

Expected Outcomes

- ▶ Increase in medical readiness to the deployed Warfighter
- ▶ Increase in specific number of RFF requests for the Forward Deployed Preventive Medicine Unit (FDPMU)
- ▶ Increase in the quality and quantity of Occupational Environment Health Site Assessments (OEHSAs)
- ▶ Decrease in the number of individual augmented assignments
- ▶ Improved disease outbreak response capability over organic medical forces

6. DOD's Premier Provider of Technical Services in the Fields of Occupational and Environmental Medicine, Occupational Health Nursing, Radiation Health, and Occupational Audiology

Expected Outcomes

- ▶ Recognition across the DoD for the production of the authoritative guidance in occupational medicine surveillance and certification examination procedures
- ▶ Recognition by the BUMED as a source of expertise to inform on policy matters effecting occupational medicine and occupational health nursing
- ▶ Manage the world's largest asbestos medical surveillance program in compliance with federal law
- ▶ Sole issuance authority for all Naval Radioactive Material Permits under the U.S. Navy's Master Material License to Navy medical facilities and several joint facilities in compliance with Nuclear Regulatory Commission (NRC) rules
- ▶ Manager of the Navy's hearing conservation program, including Chairing the Hearing Advisory Board for BUMED, technical and training management of DOERHS-HC and calibration of all Navy hearing conservation program audiometers



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